



Putting People 1st

Committee Performance Review Policy

G.08

Reviewed

29 September 2020

Date next due for review:

April 2023

This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and diversity policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

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The Scottish Housing Regulator Reg. No: HAC231; Registered Scottish Charity No: SC038237; FCA Reg. No: 2375R(S); Property Factor Reg. No: PF000151

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1. INTRODUCTION

- 1.1 This policy document outlines the Association’s approach to assessing Committee performance and continued effectiveness, Committee training needs assessments and arrangements for considering the re-election of long-serving Committee members. It is supported by a suite of templates and pro formas that will help ensure that our approach is clear and consistent.

2. REGULATORY FRAMEWORK and BEST PRACTICE ASSESSMENT

- 3.1 This policy takes account of regulatory and best practice requirements, including:
- SFHA Charitable Model Rules (Scotland) 2013
 - SFHA Code of Conduct for Governing Body Members
 - SHR Regulatory Standards of Governance and Financial Management
 - SFHA Governing Body Member Annual Review Guidance
 - OSCR Guidance for Charity Trustees
 - EVH Guidance - Great Expectations

3. EQUALITY and DIVERSITY STATEMENT and IMPACT ASSESSMENT

- 3.1 The Association is committed to zero tolerance of unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics¹. This includes ensuring that everyone has equal access to information and services and, to this end, the Association will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.
- 3.2 In relation to the operation of this policy, we will adapt both the collective and individual assessment processes to help ensure that all members can participate fully. For example, we will make assessment pro formas and training handouts available in any required format and, where appropriate, will provide a sign or language interpreter to assist at training sessions or individual discussions.
- 3.3 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out Equality Impact Assessments (EqIA) on any policies that may be discriminatory so that this can be addressed. The Equality and Human Rights Commission (EHRC) suggests applying a screening process² to ascertain whether a particular policy requires an EqIA to be

¹ The Equality Act 2010 identifies the “protected characteristics” as age, disability, marriage and civil partnership, race, religion or belief, gender, gender reassignment and sexual orientation.

² Six “yes/no” questions as outlined in chapter 8, section 2.2 of “Meeting the Public Sector Duty in Scotland” (EHRC, April 2011).

carried out. The screening process was applied to this policy and it was decided that an impact assessment is not required.

4. PERFORMANCE REVIEW

- 4.1 In order to help comply with the Regulatory Standards, the Association will annually carry out a review of its Governing Body performance through the following:
- 1) The Committee collective performance review
 - 2) The individual Committee member effectiveness review, including the review of the continued effectiveness of longer serving committee members (9 year rule)
 - 3) The Chairpersons review
 - 4) Training needs analysis (TNA) as part of the annual review, and bi annually undertaken as a DRUMCOG group exercise.
 - 5) Succession planning
- 4.2 To prevent any potential perception of a conflict of interest in the process, the Association will use the services of an external independent governance specialist reviewer to undertake the annual review work.
- 4.3 The performance review process has the following important roles:
- a) To help identify any areas in performance that could be improved by attracting individuals with a particular skill set. For example, if a Committee considered its performance to be very poor in relation to financial or budgetary matters, it may be appropriate to consider targeted recruitment of someone with financial knowledge/experience.
 - b) To assist in succession planning. It is critical that the Association has a clear method of ensuring that Committee members who may be interested in being an Officer Bearer or Chairperson has the appropriate support and training to prepare them for these important roles.
 - c) To help identify training requirements collectively and individually and therefore develop an appropriate training plan for members and also feed in to the training needs assessment which will be undertaken as a DRUMCOG group exercise Bi annually with the other participating RSL's.
- 4.4 Appendix 1 contains details of sample survey forms/templates to be used in the performance review process. These forms may be adapted and updated between policy reviews. Individual reviews will normally be conducted in person, but can also take place remotely (e.g. by video-call) or by telephone.

4.5 The results of this annual Committee review will be evaluated by the external independent reviewer, the Committee and the Director with an appropriate follow-up action plan agreed by Committee at the April Committee meeting.

5. ASSESSING EXISTING SKILLS, IDENTIFYING GAPS and THE TRAINING NEEDS ASSESSMENT

5.1 The Association has a long established practice of assessing the skills, knowledge and experience present within the Committee group on a collective basis in order to help ensure that (i) all of the key skills and knowledge areas are covered and that (ii) members are able to keep up-to-date with evolving legal, regulatory and best practice requirements.

5.2 As well as identifying the skills present within the Committee, the annual review process also highlights any gaps that exist. These gaps can then be prioritised and addressed via either collective or individual training plans.

5.3 In addition, a joint training assessment will be done bi annually with Drumcog (the other Drumchapel-based RSLs) to develop a joint training plan.

5.4 The output from the Drumcog training assessment will be a two-year training plan.

6. LONG SERVING COMMITTEE MEMBERS

6.1 The Association's Rules (37.6), alongside the SHR Regulatory Standards of Governance and Financial Management (6.3) requires all Committee members wishing to serve beyond nine years continuously, to demonstrate their continued effectiveness. Whilst we are keen to comply with this Standard, we equally endorse EVH's assertion that "automatically regarding longer serving members as somehow less effective is, at best subjective and insulting, and at worst (given that they may also tend to be older) potentially discriminatory."

6.2 The Association believes that members attaining nine years' experience as a Committee member will have amassed a huge amount of skills, experience and knowledge, not only in terms of functional/technical subjects but also in relation to being able to contribute in an increasingly effective manner.

- 6.3 As per SFHA's Governing Body Member Annual Review Guidance recommendation, rather than conducting a separate review for those members attaining 9 years continuous service, the assessment will simply form part of their annual review, allowing such members to demonstrate (i) objectivity, (ii) independent challenge and (iii) continued effectiveness.
- 6.4 Once a Committee member has completed a 9 year review, s/he will not be expected to do so every year. However, s/he will be required to show their continued effectiveness every time they are up for election in line with the rule that requires one third of the Committee to stand down each year. This means that, on average, members will need to show their continued effectiveness every three years after their first nine years. The Committee will require to consider such nominations for endorsement or refusal. This consideration will be informed by the outcome of the annual review.

7. APPRAISING THE CHAIR

- 7.1 As with other elements of this policy, the Association is formalising and building upon something that already exists, albeit in a less structured way. For example, the Chair receives particular training to help him/her fulfil their role, they receive ongoing feedback from the Director and, importantly, they are subject to a form of peer review when they are elected as Chair.
- 7.2 The Chair's review will consist of:
- the Chair completing a self-assessment (the self-assessment process carried out by all Committee members)
 - A confidential review of the Chair being carried out by the other Committee members
 - Analysis of the above by the independent reviewer undertaking the annual review process
- 7.3 The Chair, alongside the Director, will receive feedback on the Chair's review from the independent reviewer undertaking the annual review process. The output will be an action plan comprising (i) any specific training required and (ii) any changes in approach to certain areas that have been highlighted and agreed during the meeting. Feedback to the Committee as a whole will be through the conclusion report at the April committee meeting.

8. PERFORMANCE REVIEW TIMETABLE

8.1 The following table outlines the general annual timetable of the review process:

Month	Event /Meeting	Involved	Output
December	Committee Collective Assessment Workshop	All committee members and staff who service committee meetings.	Collective assessment completed.
February	Individual committee member meetings with Independent Reviewer. Undertaking individual assessment (including any 9 year assessments), and development needs review, Chair performance assessment.	All committee members, individually, with Independent Reviewer.	Assessment of individuals' contribution and identification of any training needs.
	Chair's review and feedback meeting.	Chair, Director and Independent reviewer.	Chair's annual review, training needs assessment and any required changes in approach.
April	Independent reviewer's Report to committee on annual performance review.	All committee members and staff who service committee meetings.	Annual Review Report. Recommendations for improvements. Training priorities. Succession Plan and recruitment priorities.
August (post AGM) To Sept CoM	Review of policy and process.	All committee members, Independent Reviewer and staff who service committee meetings.	Suitable and robust policy and process for following year.

9. POLICY REVIEW

9.1 The Policy will be reviewed every 3 years, or sooner if required.

9.2 The review process will be reviewed each year following the completion of the annual review process and following the Annual General Meeting.

APPENDIX 1

ANNUAL MANAGEMENT COMMITTEE COLLECTIVE PERFORMANCE REVIEW

Leadership and Direction	The Committee does this...			
	Well all of the time	Well some of the time	Not very well	Poorly
The Committee provides strategic direction for Pineview: it is actively involved in business planning; formulates policies and ensures these are suited to the Association's purpose				
Why do you say this?				
Committee Business	Well all of the time	Well some of the time	Not very well	Poorly
The Committee operates as a team; everyone has the chance to contribute to discussions; different opinions are listened to and respected and we all accept collective responsibility for the decisions we take				
Why do you say this?				
Scrutiny and Challenge	Well all of the time	Well some of the time	Not very well	Poorly
The Committee reviews information critically; asks questions constructively and seeks independent advice when appropriate				
Why do you say this?				

Risk Management	Well all of the time	Well some of the time	Not very well	Poorly
The Committee is actively involved in assessing and managing the key risks facing Pineview.				
Why do you say this?				
Legal and Regulatory Compliance	Well all of the time	Well some of the time	Not very well	Poorly
The Committee complies with its own internal governance protocols and leads by example; we keep up to date with change and comply with relevant legislation and regulatory requirements.				
Why do you say this?				
Working with Senior Staff	Well all of the time	Well some of the time	Not very well	Poorly
There is a constructive relationship between the Committee and senior staff; the Committee scrutinises performance and effectively holds senior officers to account. There are effective arrangements in place to support the Director and appraise her performance.				
Why do you say this?				

Financial Viability	Well all of the time	Well some of the time	Not very well	Poorly
The Committee protects the Association's assets, has a good understanding of Pineview's finances and oversees budgetary and financial decisions effectively.				
Why do you say this?				
Skills, Knowledge and Experience	Well all of the time	Well some of the time	Not very well	Poorly
We review the skills, knowledge and experience that the committee needs and we ensure that the committee has access to relevant experience to deliver responsible governance				
Why do you say this?				
Openness and Accountability	Well all of the time	Well some of the time	Not very well	Poorly
The committee ensures that Pineview is open and accountable to all tenants and others about its work and the governance of the Association.				
Why do you say this?				

Tenant Engagement	Well all of the time	Well some of the time	Not very well	Poorly
The Committee encourages appropriate involvement of tenants in the planning and decision-making process; we take account of their views when making decisions.				
Why do you say this?				

**Pineview Housing Association
Committee Member Individual Annual Review**

Name	
Date first elected / co-opted	
Membership of sub-committee(s)	
Office-bearing role(s)	
Training attended this year	
Date due for re-election	
Date of Review Meeting	

Pineview and its Governance

Thinking about the last year, what do you think has gone well and what could have been better? Why do you say this?

Your Contribution

What are you especially pleased about from the last year? Do you think your skills and knowledge are used effectively for Pineview's benefit? Why do you say this?

Pineview’s Support to the Committee

Do you think the committee deals with the right things? Do you feel that you have access to the right information, in the right format, to make the decisions you’re asked to consider? How would you describe the relationship between the committee and the senior staff?

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Scrutiny and Challenge

Do you think the committee generally asks the right questions about the right things? Are you confident in asking questions at meetings? How do staff respond to queries and questions? Do you think that there is a good level of discussion at meetings?

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Training Priorities

Have you found the training this year to be useful? Why do you say this? What should be the priorities for the coming year?

For Yourself	For the whole committee

Meeting Objectives

Thinking about your role, what do you find rewarding about being a committee member? Do you find your role more enjoyable now than when you started? Why?

Looking Ahead

What are your own priorities as a committee member for the coming year?
What do you think Pineview's priorities for the next year should be?

Succession Planning

Do you intend to stand for re-election when the time comes?	Yes	No
Are you interested in taking on additional responsibilities?	Yes	No
If 'yes', what support can Pineview offer you?		

Who do you think could be Pineview's next Chair?

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Anything Else?

Is there anything else you'd like to mention or discuss at the meeting?

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Signature:

Date:

**Pineview Housing Association
Annual Review of The Chair's Contribution to Pineview's Governance**

	Agree strongly	This is sometimes true	I would like this to be better
The Chair is a good leader			
Why do you say this?			
All Committee members are encouraged to contribute their views			
Why do you say this?			
Meetings are well run and there is enough time for matters to be considered and debated			
Why do you say this?			
The Chair keeps the Committee's skills under review and has a proactive approach to succession planning			
Why do you say this?			
The Chair has a clear view of Pineview's future that is shared by the Committee			
Why do you say this?			

	Agree strongly	This is sometimes true	I would like this to be better
The Chair works well with the Director and senior staff: there is evidence of both challenge and support			
Why do you say this?			
Committee members are kept informed of significant events and / or developments between meetings: the Chair exercises her delegated authority responsibly and demonstrates her accountability to the Committee			
Why do you say this?			
The Chair attends conferences and training and reports back to the Committee effectively			
Why do you say this?			
The Chair encourages Committee members to attend training and events			
Why do you say this?			

Name:

Date: